

Ground Transportation Ad Hoc Committee



SAN DIEGO
INTERNATIONAL AIRPORT

LET'S **GO.**

Meeting 1

November 29, 2018

Welcome Remarks -

Committee Chair

Mark West

Introduction -

Facilitator

Heidi Gantwerk

Introduction -

Committee Members

Board Directive

The Board authorized the formation of the Ground Transportation Ad Hoc Committee (GTA) inclusive of no more than three (3) voting Authority Board Members and twenty two (22) stakeholder members for a period of time not to exceed eight (8) months.

Board Resolution 2018-0118R

Committee Purpose

The Ground Transportation Ad Hoc Committee (GTA) is being proposed to facilitate input from community stakeholders, subject matter experts and current Ground Transportation permittees regarding the future of Ground Transportation operations at San Diego Airport.

Committee Deliverables

Report with recommendations outlining:

1. Differences in mode vehicles, environmental standards, permitting and operating requirements
2. Parameters for long-term operating strategy
3. Parameters for ground transportation environmental program

Timeline

- Approval of Committee by Board – Oct 2018
- Solicitation of Members – Oct/Nov 2018
- Meetings – Nov 2018 – April 2019
- Final Report to the Board – May 2019 – June 2019

Committee Meeting Dates

Six Meetings Planned – 11:00 am to 1:00 pm

1. Nov 29, 2018
2. Dec 20, 2018 – *After Exec/Finance Committee meeting*
3. Jan 17, 2019
4. Feb 21, 2019
5. Mar 21, 2019
6. Apr 04, 2019

Plan for Future Meetings

- **Meeting 1** – Committee introduction, GT environment/background/operations, discuss standardization issues
- **Meeting 2** – Environmental presentation, regulations, other airport programs, state/national trends, program goals
- **Meeting 3** – Current operating strategy for modes, long-range planning, industry trends, key components of long range strategy
- **Meeting 4** – Guidelines for long-range operational strategy
- **Meeting 5** – Guidelines for environmental program
- **Meeting 6** – Final recommendations for Authority Board
 - Recommend standardization actions
 - Define environmental program parameters
 - Define long-range operating strategy parameters
 - Feedback/Review process effectiveness, GT stakeholder engagement strategy going forward

Committee Rules

- Raise your hand to be recognized to speak.
- Refrain from interrupting or interjecting.
- Keep side conversations to a minimum.
- Express your thoughts in terms of ideas; don't make it personal
- Keep the conversation civil.
- Keep comments brief so we can hear from as many people as possible.
- No board or staff meetings on this material for the duration of the ad hoc committee.

Ground Transportation Report

CONTENTS

- SAN Strategies and Transportation Goals
- Regulatory Permitting of Commercial Modes
- GT Operating Strategies & MOAs
- Statistics and Trends
- Key Milestones
- Environmental Program
- Level Playing Field Issues - Standardization

SAN Strategies

- **Community:** *Be a trusted and highly responsive agency.*
- **Customer:** *Achieve the highest level of internal and external customer satisfaction.*
- **Employee:** *Achieve the highest level of employee commitment and performance.*
- **Financial:** *Enhance the financial position of the Airport Authority.*
- **Operations:** *Operate our airport in a safe, secure, environmentally sound, effective, and efficient manner.*

SAN Ground Transportation System



T2 Transportation Island
(2nd level);
Elevated Departure
Roadway (1st level)

T1 Transportation Island

Curbside Drop Off

Economy Lot
Pacific Highway

RCC

PMC
Lot

Terminal 2 West (T2W)

New T2 Parking Plaza

Terminal 1

Cargo

Valet Lot

West Wing

Commuter
Terminal

Lot 8A

Lot 10

Long Term
Lot 1 (Lot 8)

Employee Lot 6

TNC Lot

Cell Phone
Lot

T2PP Contractor Lot

RCC Bus Parking

Taxi Hold Lot

GT System Goals

- 1) Safety
- 2) High quality customer service
- 3) Efficiency
- 4) Cost recovery for operations and infrastructure
- 5) Economic value to the providers
- 6) Minimal unnecessary trips & congestion
- 7) Reduced environmental impact
- 8) Alignment with airport strategies

Why do we Permit?

- 1) Establish accountability
- 2) Ensure and monitor safety
- 3) Compliance with rules and regulations, codes, and applicable laws
- 4) Ensure customer service and system efficiency
- 5) Environmental compliance
- 6) Enable cost recovery

Airport Regulated

PERMITS

Charters

Hotel/Motel

Off-Airport Parking

Off-Airport Rental Car Shuttles

TNCs (Transp. Network Co.'s)

MOAs

Taxis

Vehicles for Hire (VFH)

Permitted Modes

as of October 31, 2018

MODE	COMPANIES	VEHICLES
CHARTER	379	930
TAXI	194	366
HOTEL/MOTEL	30	58
OFF-AIRPORT PARKING	7	44
VFH	4	59
TNC	5	N/A
TOTAL	619	1457

Ground Transportation Report

GT Operating Strategy for Taxi and Vehicle for Hire Modes

Industry Operating Strategies - Taxi & VFH Modes

1. Open access
2. Exclusive access - concession
3. Hybrid – current system

Open Access System

All locally regulated taxis or VFH may serve the airport – ANY MTS permitted taxi

- 1) Greater competition among operators
- 2) Frequently leads to an oversupply of taxis or VFH
 - a) Reduced driver income
 - b) Reduced maintenance standards
Reduced customer service
 - c) Increased effort by staff

Exclusive Access (Concession)

Airport awards a contract to one or several companies

- 1) Competitive bid or proposal
- 2) Concessionaire is responsible for
 - a) Day to day operations & vehicle supply
 - b) Vehicle, driver, and customer service standards are higher for competitive operation
- 3) Advantages
 - a) Reduced staff time
 - b) Better customer service
- 4) Disadvantages
 - a) Barrier to entry – perceived advantage to incumbent
 - b) Not all business can operate

Hybrid (Current Situation)

1. Ability to control customer experience and operations
2. Maintain vehicle and driver standards
3. Control amount of staff required to oversee operations
4. Maintain competition among companies

MOA Purpose

- 1) Establish a core foundation and clear understanding of complex operational relationships
- 2) Articulate the Authority's GT objectives
- 3) Set goals to enhance service standards
- 4) Increase the involvement of commercial mode members in GT Policy and ops plan implementation

Goals of MOAs

- 1) Create a strong, well-defined partnership between the Authority and its GT partners
- 2) Improve and ensure
 - collaboration,
 - regulatory compliance,
 - communication, and
 - accountability

Current MOAs authorized by Board through December 31, 2020

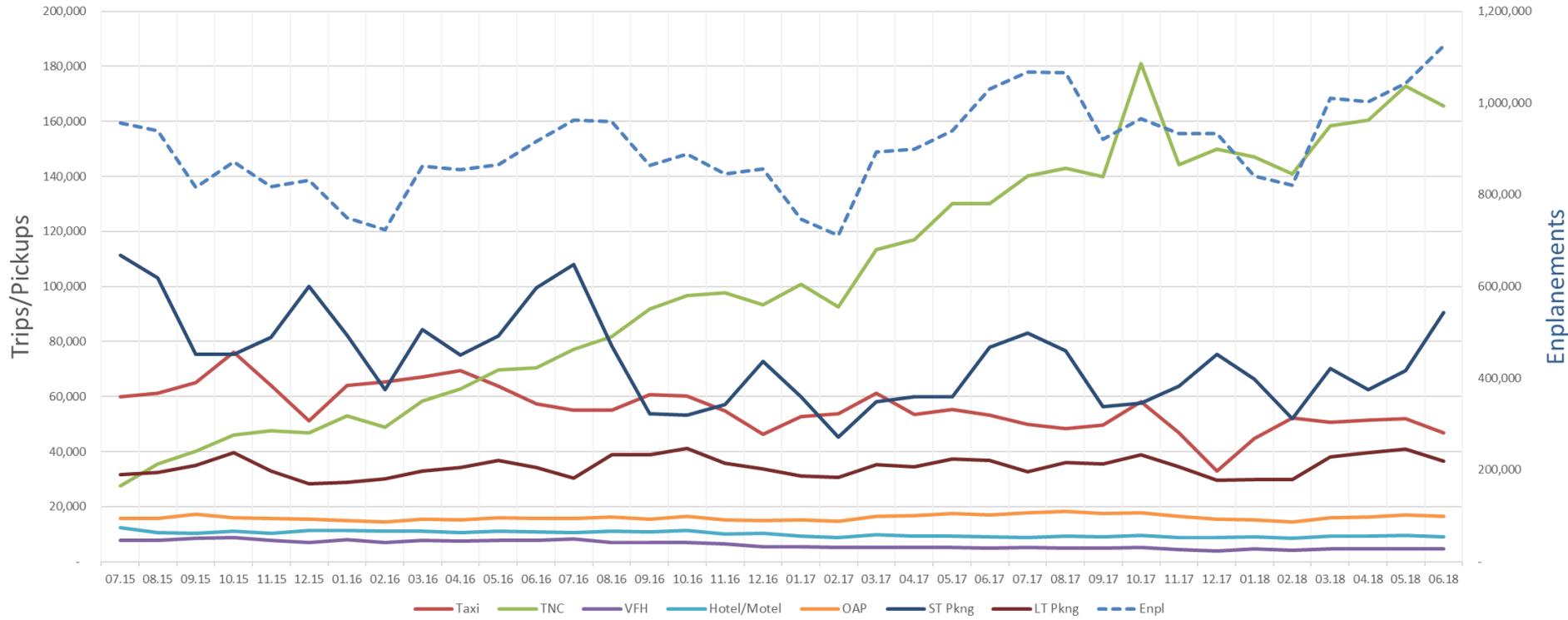
Ground Transportation Report

TNC Operations

- Pilot Program in Jul-2015
- Pilot Program extended Jul-2016
- Permit granted in Jan-2017
 - Data gathering period to establish baseline
- New Permit executed Jan-2018
 - Permit included GHG Requirements
 - Included Fees for both Pickup and Dropoff

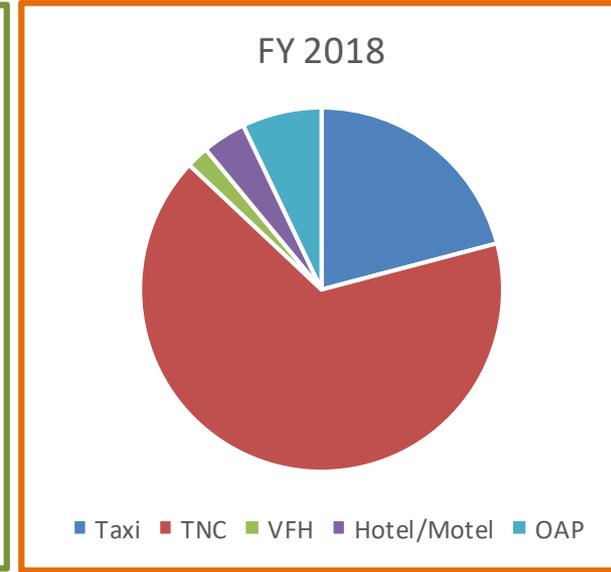
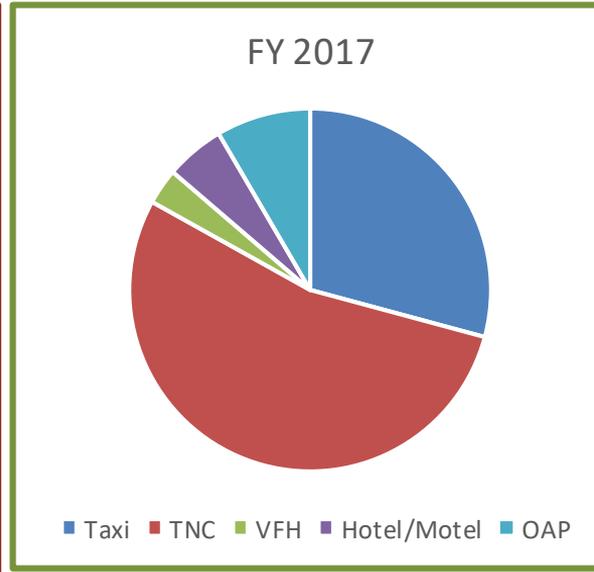
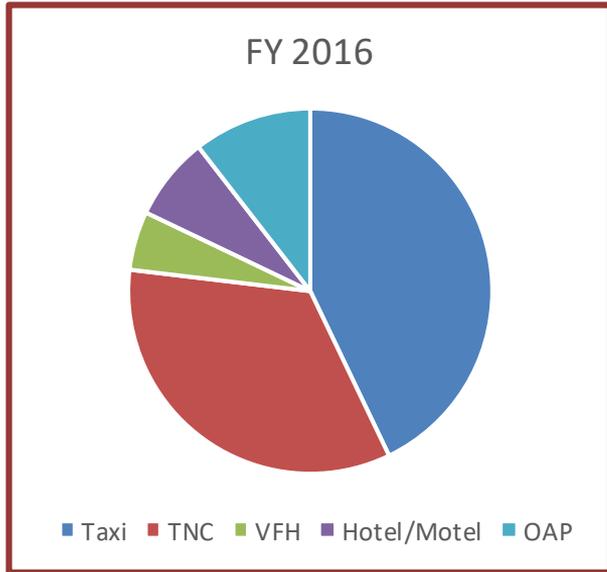
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36 Month Trend - Trips/Pickups vs. Enplanements



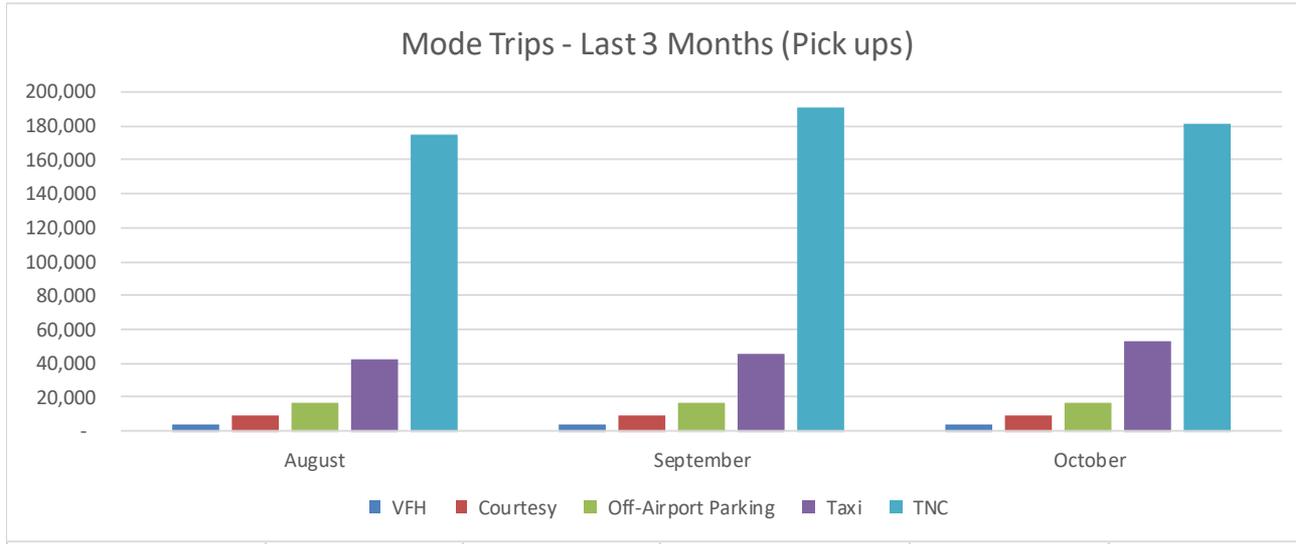
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	FY 2016	FY 2017	% Change	FY 2018	% Change
Taxi	764,763	661,879	-13.5%	583,404	-11.9%
TNC	606,545	1,222,157	101.5%	1,843,251	50.8%
VFH	92,770	72,579	-21.8%	55,545	-23.5%
Hotel/Motel	132,019	119,774	-9.3%	108,818	-9.1%
OAP	187,684	191,660	2.1%	198,184	3.4%



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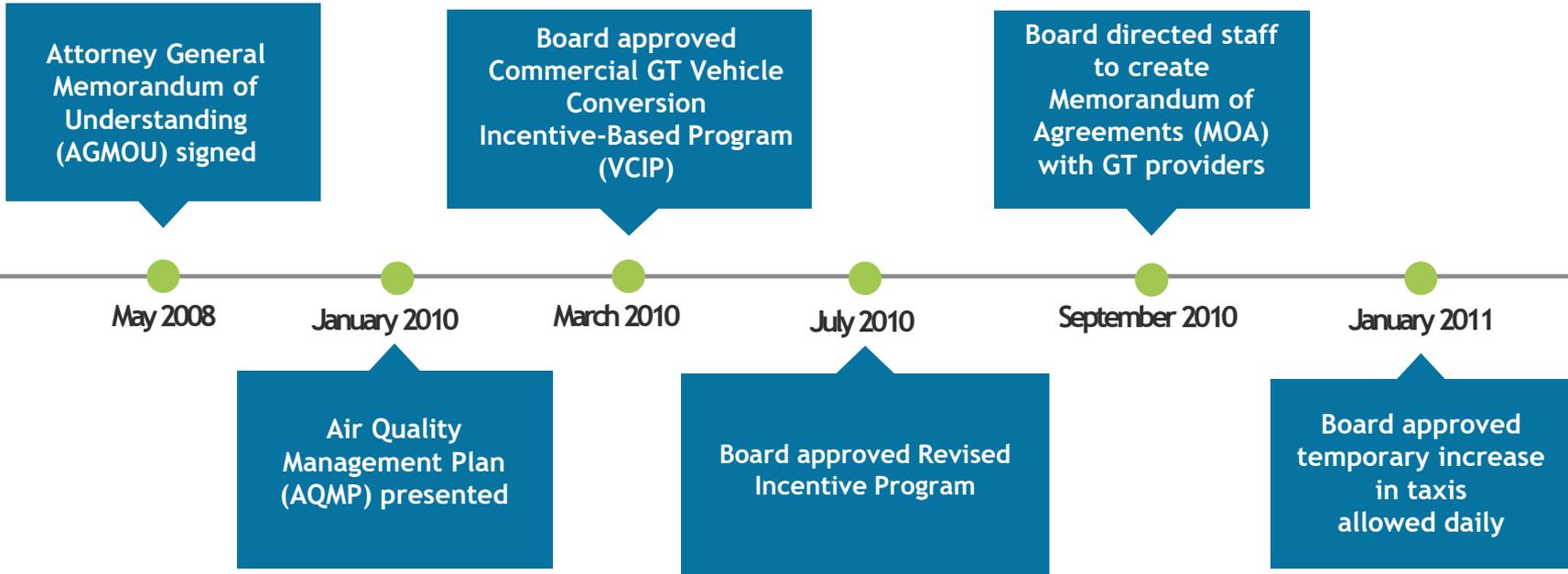
Mode	August	September	October	Total	% of Total
VFH	4,121	3,933	4,142	12,196	1.6%
HOTEL/MOTEL	8,672	8,683	9,574	26,929	3.5%
OAP	16,951	16,165	16,577	49,693	6.4%
TAXI	42,451	45,319	52,694	140,464	18.1%
TNC	174,455	190,408	181,701	546,564	70.4%
Total	246,650	264,508	264,688	775,846	100.0%



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Ground Transportation Milestones

Ground Transportation Milestones - 1



Ground Transportation Milestones - 2

Board approved the MOAs and Transferability Policy

March 2011

Board extended MOAs and directed staff to conduct VFH Concession Study

October 2012

Board approved modifications to Incentive Program

March 2014

Board amended Authority Code to reflect TNC Operations

July 2014

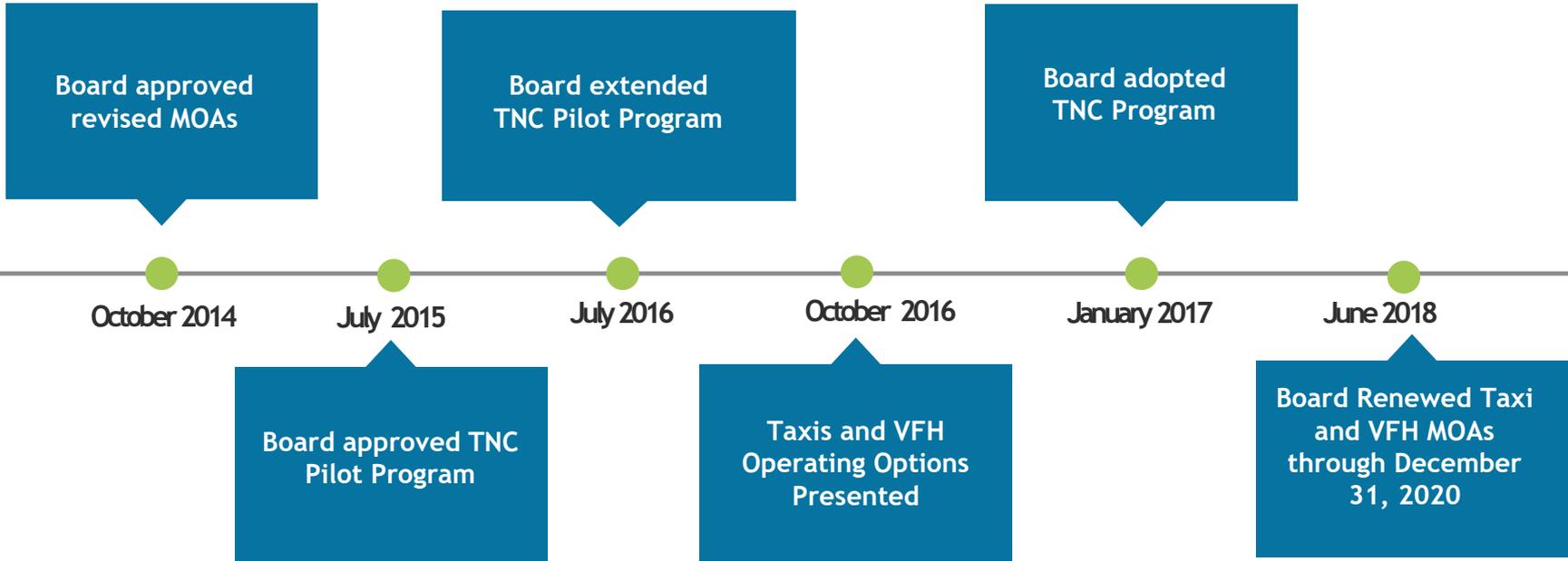
Board exempted Limousines, Livery Vehicles and Charter Party Carriers (TCP licensed only) from Airport Clean Air Vehicle Conversions

October 2014

Board approved modifications to Incentive Program

October 2014

Ground Transportation Milestones - 3



Ground Transportation Report

Environmental Efforts

Environmental Efforts

- AG MOU - GHG reduction
- Comprehensive Ground Transportation Management Plan (CGTMP)
- Commercial vehicle conversion incentive program (VCIP)
- TNC Permit – with GHG reduction incentives

GHG Reduction Strategies



**Cleaner
fuels**



**Higher
MPG**



**Carpooling/
ridesharing**

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Regulatory Agencies

FAA

CBP

CA PUC

MTS - Taxis

TSA

Partner Agencies

Port of San Diego

City of San Diego

SANDAG

MTS – Transit

Cal Trans

Ground Transportation Report

Regulatory Differences Across Modes

- Permitting
- Vehicle Type/Age
- Fuel Type
- Payment Equipment
- Inspections
- Radio/Communications
- Advertising
- Operating Requirements

Level Playing Field Issues

- 1) Vehicle characteristics (fuel)
- 2) Commercial vs. private vehicles
- 3) Number of operators/vehicles
- 4) Drivers
- 5) GHG requirements
- 6) Insurance

Level Playing Field Issues

Requirements are Similar

Differences Exist

No.	PERMIT REQUIREMENTS	TAXI	TNC	VFH	CHARTER
1	Regulated by	MTS	CA PUC	CA PUC	CA PUC
2	Airport Permit Required	Each Vehicle	Company	Each Vehicle	Each Vehicle
3	Total Authorized Companies	450	10	9	No Limit
4	Total Vehicles	450	No Limit	No Limit*	No Limit
5	Vehicle	Commercial	Private	Commercial	Commercial
6	Vehicle Age	Less than 10 years			
7	Vehicle Inspections	Older than 7 years			
8	Driver Background Checks	Yes	Yes	Yes	Yes
9	Driver "Known Terrorist" Check	Yes	Yes	Yes	Yes
10	Driver "Sex Offender Database" Check	Yes	Yes	Yes	Yes
11	Driver DMV Check	Yes	Yes	Yes	Yes
12	Airport Driver Badge	No	No	No	No
13	Sherriff's Placard	Yes	No	No	No
14	Company Driver Identification	Yes	Yes	Yes	Yes
15	Trade Dress	Yes	Yes	Yes	Yes
16	GHG Requirements	Yes	Yes	Yes	Exempt
17	Vehicle Conversion	Yes	Yes	Yes *	Yes
18	Trip Fees/Permit Fees	Per Trip	PUDO	Per Trip	Annual Fee
19	Insurance - Worker's Comp	Yes	Yes	Yes	Yes
20	Insurance - Commercial Liability	\$350,000	\$1,000,000	\$1,000,000	\$750,000
21	Insurance - Auto Liability	\$350,000	\$1,000,000	\$1,000,000	\$750,000

Standardization Issues

A. Permitting Requirements

- Access fees
- Insurance
- Statutory requirements
- Company vs. vehicle

B. Environmental Requirements

- Mandated vs incentives
- Performance measures
- Vehicle requirements

C. Operating Requirements

- Equity
- Operating locations
- Number of vehicles allowed
- Equipment/technology

Public Comment Period

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QUESTIONS?

